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ABSTRACT

The Community Coordinated Child Care (4-C) Program is a system under which local public and private agencies interested in day care and preschool programs develop procedures for cooperating with one another on program services, staff development, and administrative activities. This publication series (3 papers) explains how to organize local child care resources into a 4-C program. An Interim Policy Guide contains a discussion of kinds of coordination, funding sources available, and suggested steps for organizing. Organization of state child care resources includes establishment, composition, and functions of State 4-C Committees. Federal relationships with state and local 4-C programs are discussed. A fact sheet answers inquiries about the 4-C Program, and a status report explains developments and current position of the program in the nine HEW regional areas. A list of selected reference sources provides information on 4-C, day care, and child development. (Refer to PS 002 537 for additional information). (DR)

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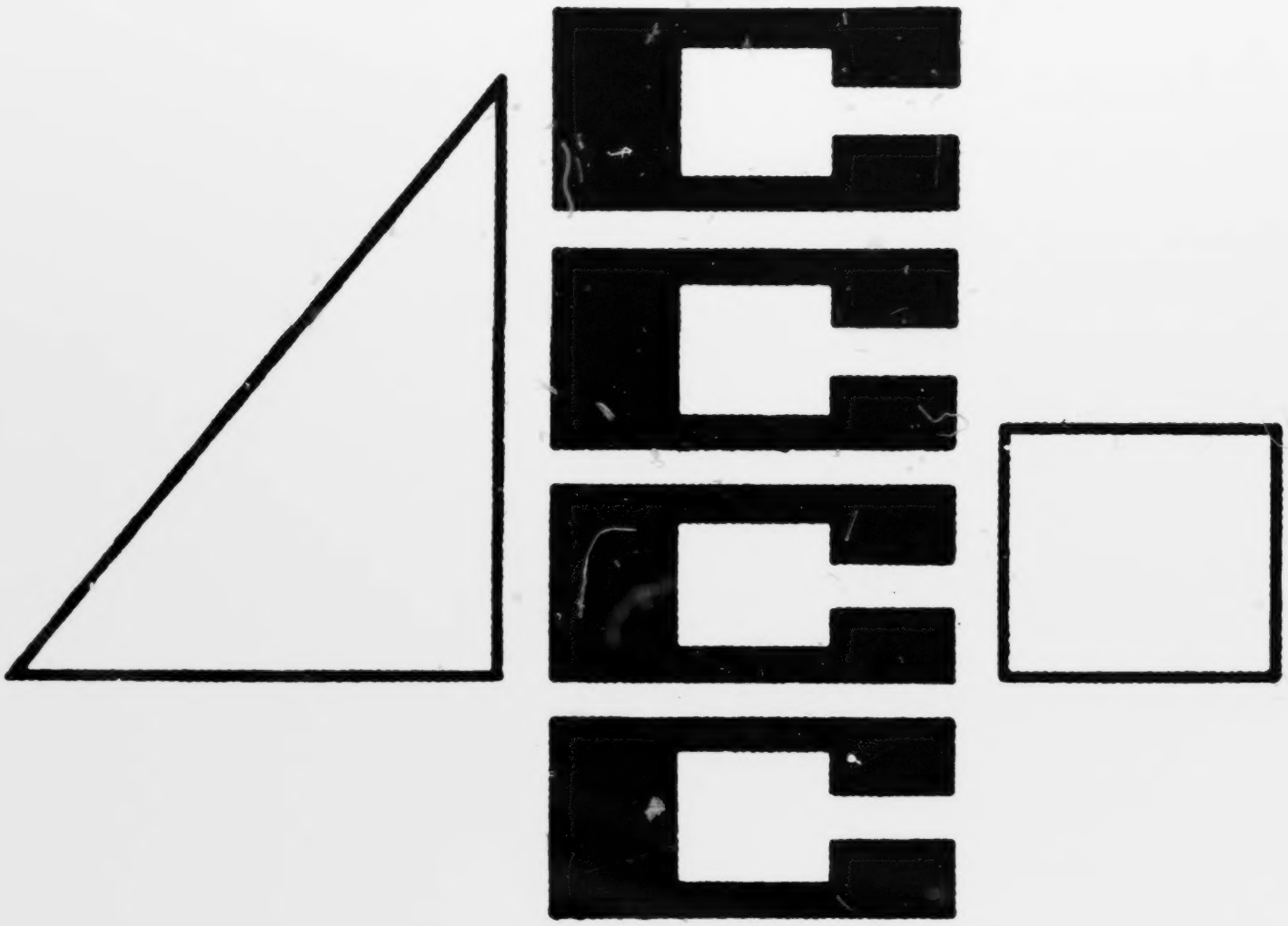
COMMUNITY COORDINATED CHILD CARE



INTERIM POLICY GUIDANCE FOR THE 4-C PROGRAM

July, 1969

Department of Health, Education and Welfare
Office of Child Development
Federal Panel on Early Childhood

PS002545

COMMUNITY COORDINATED CHILD CARE

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COMMUNITY COORDINATED CHILD CARE

FOREWORD

The Community Coordinated Child Care (4-C) Program will be conducted as a pilot program in a selected number of communities located throughout the country for the remainder of the 1970 fiscal year.

During this time, the pilot 4-C Program will be constantly evaluated as a part of the technical assistance process so as to provide other non-pilot communities with the most practical coordination arrangements at the end of the pilot phase of the program.

As we learn by experience, repeated revision of the guidelines and procedures outlined in this document may be indicated. Hopefully, firm guidelines for the nationwide operation of the program can then be established.

Communities or states interested in operating a pilot 4-C Program are invited to communicate with the appropriate Federal Regional 4-C Committee or with the Federal Agency with whom they usually deal.

The Federal Regional Committees, because of limited staff and funds, will be able to assist only a few projects in fiscal year 1970. These will be selected for the degree of readiness for coordination within the community or State and on a number of different individual situations which make that particular community unique (e.g., size, location, rural, urban, etc.).

INTRODUCTION

The 4-C Program is an expression of a concept which has developed among agencies participating on the Federal Panel on Early Childhood based on the premise that quality child care should become available to those who need it most, on a flexibly organized, community-wide basis. Diversity and flexibility in the coordination methods and agreements voluntarily developed at the local level are to be anticipated. However, the overriding consideration is that the program must serve the disadvantaged.

Although it does not provide the community with an additional source of Federal funds, the 4-C Program does provide the opportunity to reap the many benefits (including financial) of coordination within the community. The Federal Government, because of its interest in and sponsorship of the 4-C Program, will extend certain priorities and benefits (see page 26) to communities operating local 4-C Programs. Development of additional priorities for other aspects of the program is expected during the pilot phase.

The quality of child care programs within a community can be greatly enhanced by coordination among programs. Coordination can help by:

a. Making possible the orderly and systematic development of child care services designed to meet community needs.
b. Improving overall program quality by drawing on the strengths of each of the participating organizations, and by simplifying administrative relations between local programs and State and Federal Governments.
c. Insuring the continuity of care for children by providing access to the particular program suited to the needs of a particular child at a specfic point and time.
d. Making possible program activities which could not be accomplished by a single agency.
e. Reducing costs to participating agencies through the economies of larger-scale purchasing and joint operations.
f. Creating additional opportunities for staff development and progression.

Recognizing these values, the Congress has directed the Secretary of Health, Education and Welfare and the Director of the Office of Economic Opportunity jointly to develop mechanisms for coordination at the State and local levels.

Part I of this document provides suggested and tentative guidelines for coordinating child care programs at the local level. This concept of coordination is embodied in the Community Coordinated Child Care (4-C) Program and is sponsored by the Federal Panel on Early Childhood. Parts II and III describe coordination at the State and Federal levels.

Several efforts to achieve coordination are already underway at the Federal, State and local levels.

At the Federal Level

1. Establishment of a Federal Panel on Early Childhood.
2. Creation of nine Federal Regional 4-C Committees (FRC's) composed of representatives of the Department of Health, Education and Welfare (HEW), Department of Labor (DOL), Department of Housing and Urban Development (HUD), Office of Economic Opportunity (OEO), and other Federal officials in Regional Offices; and
3. Development of Federal Interagency Day Care Requirements.

At the State and Local Levels

Establishment of the focal point for coordination efforts, pointing toward the creation of Community Coordinated Child Care Programs.

SOME DEFINITIONS

4-C Programs

A system under which *local* public and private agencies interested in day care and preschool programs develop procedures for cooperating with one another on program services, staff development, and administrative activities.

4-C Policy Committee

A group of Community representatives in which is vested the responsibility for formulating the policies and agreements which constitute the local 4-C Program.

4-C Agency

An organization which is performing the administrative work connected with a 4-C Program. It takes its direction from the 4-C Policy Committee. The 4-C Agency may be an existing public or private organization which takes on these additional responsibilities, or a new organization created specifically for the 4-C Program.

Recognition

The process by which the Federal Government recognizes that a local community has established a 4-C Program meeting the criteria specified on pages 20-23. Recognition is granted by the Federal Regional 4-C Committee.

Federal Regional 4-C Committee

An interagency group of Federal officials in Regional offices who work as a team in relating to local 4-C Programs and State 4-C Committees.

Federal Panel on Early Childhood

An interagency group of Washington-based Federal officials responsible for developing national policies and programs to promote the improvement and coordination of programs for children and their families. The Panel was established by the Secretary of Health, Education and Welfare at the request of the President, and includes representatives of Health, Education and Welfare, Office of Economic Opportunity, Department of Labor, Housing and Urban Development, Bureau of the Budget and the Department of Agriculture.

State 4-C Committee

A group of public and private officials and parents at the State level, organized to coordinate State child care activities and to facilitate the work of local 4-C Programs and Federal Regional Committees.

Child Care

For the purpose of the 4-C Program, day care and preschool programs are considered the core of child care. A community may, as its option, decide to include other activities related to the health, education and/or welfare of the child and his family.

Coordination Agreement

A written agreement among the participating agencies in a 4-C Program to take certain actions on a joint basis.

Joint Funding

Joint Funding occurs when an organization is given financial support from more than one Federal agency, pursuant to the joint funding provision of Section 612 of the Economic Opportunity Act.

PART I

ORGANIZING LOCAL CHILD CARE RESOURCES

DESCRIPTION OF A 4-C PROGRAM

The 4-C Program, a coordinated mechanism whereby all interested public, private and commercial agencies may cooperate with one another in the interest of:

1. Improving the quality of services offered by each of the participating agencies.
2. Assuring continuity in the communities child care program for each family.
3. Reaching the maximum number of families possible with top priority given to low-income families, within available resources.
4. Increasing opportunities for developing staff competence.
5. Developing the most efficient, effective and economical methods for delivering services to children and families.
6. Insuring an effective voice in policy and program direction for parents of children receiving child care.
7. Mobilizing the resources of the community in such a manner as to assure maximum public, private, agency and individual commitment to provide expanded quality child care. (The Program is primarily con-

cerned with the coordination of day care and preschool programs. However, as the Program develops, it may become concerned with the availability of other needed services for children in preschool or day care programs (and eventually, school aged children) and the coordination of these community services with preschool or day care programs).

8. Providing opportunities for career development within and between cooperating agencies.

KINDS OF COORDINATION

There are many ways in which coordination may be carried out in the various components of child care programs. The following are obvious categories of coordination:

A. Agreements concerning the extent to which services are available. The agreements, are intended to ensure that the community has conscientiously examined its pattern of day care and preschool services to:

1. Determine whether the children in greatest economic need are the ones being served;
2. Identify areas in which more efficient use would be made of existing resources (or where serious gaps in service exist).
3. Identify groups of children (e.g., handicapped) who are not receiving services.

In making such an examination there should be a real concern with problems of overlap and duplication which might well include a jointly-sponsored survey of child care resources and needs. On the other hand, as agreement for coordinated efforts is reached, there should be equal concern with giving the individual a choice of services, and with permitting considerable flexibility in the kinds of programs operating in a particular area.

B. Coordination of Program Matters

Program coordination may involve such elements as:

1. Joint activities on an ad hoc basis for children and parents (e.g., field trips, special events, parent forums, etc.).
2. Arranging for one agency to supply a specific service to other agencies (e.g., a Head Start center providing group educational activities for preschool children in family day care homes).
3. Development of referral systems which will facilitate the transfer of a child from one program to another (i.e., when the family moves into a different neighborhood, when a parent finishes a work training program and enters employment, or when it is determined that another program can better meet the child's needs).
4. Subcontracting by one agency to another to provide a total program for those children who cannot effectively participate in the contracting agency's program. (For example, using a program with special facilities for a handicapped child.)

C. Agreements on Administrative Coordination

Administrative coordination may involve such elements as:

1. Loan of staff, supplies, and equipment for special projects or events on a case-by-case basis.
2. Initiation of case reference committees to discuss the adjustment of children whose families are served by more than one agency.
3. Establishing central depositories to lend equipment, books, etc., to all facilities to help special projects, training of staff, parent education, and other similar activities.
4. Establishing common procedures for evaluation and reporting, so that data for the entire community can be easily compared.

D. Agreements on Staff Development

Staff development coordination may involve such elements as:

1. Providing an opportunity for new or smaller agencies to assign their staff to work temporarily in an established or larger agency for training purposes.
2. Establishing personnel referral systems which will permit staff from one program to be considered for more responsible positions in another agency's program.
3. Arrangements for joint staff training programs and for personnel to observe one another's programs.

SPECIAL CONSIDERATIONS IN PROGRAM DEVELOPMENT

In developing 4-C agreements, communities should be sensitive to certain considerations.

1. Child care needs are so great that communities need to use every kind of organization—public, voluntary, neighborhood and proprietary—which is competent to provide service.
2. There are individual differences in family needs which make different kinds of programs essential. Seemingly small variations such as differences in length of hours, alternative staffing patterns, or variations in the way health services are provided may greatly increase the acceptability and usefulness of a service to families.
3. Similarly, the need to keep decision making as close to program participants as possible must not be lost in an enthusiasm for coordination. A well coordinated program which has lost its sensitivity to the needs and feelings of individuals and neighborhood groups is not an acceptable program.
4. Complex or time-consuming procedures which unnecessarily delay action must be avoided.
5. Rules and practices which inhibit innovation and program improvements are against the letter and intent of the program.
6. Rigidity in priorities which prevents service to groups with very specialized needs are not acceptable to the program. .

Communities should not lose sight of the importance of individuality in their efforts at coordination. Uniformity is not the objective–rather it is to draw the best in program and resources from each of the cooperating agencies.

FUNDING SOURCES AVAILABLE TO A LOCAL 4-C PROGRAM

There is no specific Federal appropriation for funding the administrative costs of a local 4-C Program. These costs may be charged to existing funding sources, provided they are related to the purposes of the various appropriations involved. The following types of Federal Funds may be used to cover these costs:

1. Funds available for services under Parts A and B, Title IV of The Social Security Act (AFDC and Child Welfare Services). These funds are controlled by the State Welfare Agency.
2. Funds granted to Community Action Agencies under the Economic Opportunity Act. Approval of the OEO regional office is required.
3. Funds granted under Title I of the Elementary and Secondary Education Act. These funds are controlled by the local school board and their use must be approved by the State education agency.
4. Funds granted under Title III of the Elementary and Secondary Education Act. These funds are controlled by the local school board and their use must be approved by the State education agency.
5. Funds transferred to the Department of Labor for manpower training and supportive services under Title I of the Economic Opportunity Act. Approval of the Regional Manpower Administration is required.

SUGGESTED STEPS TOWARD ESTABLISHING A LOCAL 4-C PROGRAM

There are several steps involved in establishing a 4-C Program in a community. Described below is the general sequence of events which must take place:

1. A public or private organization within the community convenes a meeting of interested persons to discuss the 4-C Program. (Existing parent advisory committees should be invited to participate in the initial 4-C meeting, so that parents may be active participants from the outset of the local program, throughout its duration and its evaluation).
2. A temporary steering committee is created to develop a 4-C proposal. This committee includes representatives of public and private organizations as well as parent representatives. It should also include representatives from the Mayor's or County Commissioner's Office. The committee may request that the Federal Regional Committee and the State Committee provide technical help in preparing a proposal.
3. The steering committee develops a planning proposal outlining the specific areas of coordination which it would like to explore.
4. The planning proposal is approved by the participating organizations and a method of carrying out the necessary studies is agreed on. At this point, a request *may* be made to the Federal Regional Committee for Federal assistance in providing staff to carry out necessary comprehensive studies of day care needs. Existing studies should be referred to and, where applicable, used in developing the 4-C Program.
5. Detailed studies are made and recommendations are submitted by the steering committee to the participating organizations. Studies will include consultation with the State 4-C Committee, if one exists, or with the appropriate state agencies. There should also be consultation with the Community Demonstration (Model Cities) agency if one exists, CAMPS, the local Health and Welfare Council and other social planning agencies or mechanisms in the community if they are not part of the 4-C effort. These recommendations will cover:
   a. The specific form of organization, including Policy Committee structure and membership which should be used to carry out the 4-C Program (i.e., committee, existing agency, or new agency).
   b. The specific areas of activity which can be coordinated immediately (including a plan governing areas and groups to be served by each of the participating organizations).
   c. Other specific program areas which should receive further study.
6. The participating organizations approve or modify the recommendations and submit a formal letter of application for recognition as a 4-C Program to the Federal Regional Committee. If a State 4-C Committee exists, an application for recognition will be forwarded to the FRC and that State 4-C. If no State 4-C Committee exists, the application from the local 4-C group should attach the views of the State Health, Education, Welfare and Employment Departments as well as the State Economic Opportunity Office. If the CDA are not participating in the 4-C Program, their views on the 4-C Program must be included.
7. The Federal Regional Committee reviews the application against the criteria for recognition of 4-C Programs and if satisfactory, grants recognition. The FRC will then (a) deal with the 4-C organization on all matters of general concern, (b) work with the 4-C organization to develop joint funding arrangements.
8. After recognition has been received from a Federal Regional Committee, the policy committee described above formally replaces the steering committee.

4-C ORGANIZATIONAL ARRANGEMENTS

Communities will need to develop an organizational arrangement for carrying on a 4-C Program. This requires both a Policy Committee and an administrative structure.

Many communities have already set up coordinative mechanisms which have objectives similar to the 4-C Program. Coordinating activities may be carried out by the office of the Mayor or County Commissioner, a Local Welfare Agency, a Health and Welfare Council, Community Planning Council, Community Action Agency, Model Cities Agency, or other type of organization. Rather than starting a completely new organization, first consideration should be given to whether an existing organization can be expanded or modified to function as a 4-C Policy Committee. If an existing organization is selected, however, it is important that a special committee be created which will focus specifically on the problems of young children. Otherwise, their interest might not be adequately served because of the broader organization focus on other concerns such as economic development, housing, or physical planning.

The Policy Committee

The Policy Committee will act as the governing body of the local 4-C Program and should be composed of:

1. Representatives of public and private agencies participating in the local 4-C Program either as providers of service of groups otherwise having an interest in the development of services for children and families.
2. Representative parents selected by parents whose children participate in service programs (the parents must constitute at least one third of the Policy Board).
3. Representatives of other State and local agencies whose responsibilities affect the development of children's programs.

If the Committee is too large for day to day operations, it may be necessary to create an executive committee, whose composition is proportionately similar to the full committee.

The Policy Committee should (a) develop by-laws governing its operation, (b) establish necessary subcommittees, (c) authorize necessary studies, and (d) approve all coordinative agreements which are to be a part of the 4-C Program. In addition, if a separate 4-C agency is created, the Policy Committee will be the governing body for that agency.

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Administrative Structure

The Policy Committee should devise as simple an administrative structure as possible to carry out its work. Among the possibilities are:

1. A subcommittee(s) of Policy Committee members who carry out the work directed by the Committee.
2. Staff members from the participating agencies who are given portions of the work.
3. A full or part-time staff member hired for this purpose.
4. One of the participating agencies to be the lead agency responsible for the work.
5. A new 4-C agency to carry out the work.

Unless a 4-C Program is very large or has joint funding, the volume of work is likely to fluctuate considerably. Thus it is advisable to keep the number of permanent full time staff small and arrange to supplement the staff from participating agencies during peak loads.

On the other hand, it is extremely important that:

1. A specific individual be placed in charge of directing the administrative work.
2. Sufficient manpower (either from the participating organizations or from the 4-C agency) be available to see that agreements are actually carried out. The act of reaching a coordination agreement is only the beginning of the process. Most of such agreements will require constant attention if they are to work.

SPECIFIC CRITERIA FOR RECOGNITION OF A LOCAL 4-C PROGRAM

While pages 14, 15, 16 and 17 (Suggested Steps Toward Establishing a Local 4-C Program), illustrate effective methods for establishing a 4-C Program, the following represent mandatory criteria, which must be met.

A local 4-C Program may be recognized by the Federal Regional Committee only when the participating agencies have met the following criteria, and provided written evidence that:

1. Agreements have been reached by the participating agencies which:
   a. Establish a continuing policy board including representatives of public and private agencies interested in child care and representative parents selected by parents being served by child care programs (who shall constitute at least one third of the policy board).
   b. Establish an administrative structure for the 4-C Program which may:
      1) Consist of members of, or staff assigned to, the policy board;
      2) Be one of the participating agencies; or
      3) Be a new agency created for the purposes.
   c. Establish by-laws for operation of the 4-C Program.
   d. Will permit additional agencies to become a part of the 4-C Program at such time as they subscribe to the agreement.
   e. Provide a plan for financing activities of the policy committee and administrative structures (which may consist entirely of donated services).
2. A plan has been agreed to by the participating agencies defining:

a. The types of children and families to be served by each agency;
b. The geographic area served by each agency; and
c. The kinds of services to be provided.

3. Participating agencies represent at least 50 percent of the total Federal funds made available for day care and preschool programs in the community to be served by the 4-C agency, and which were received in the previous fiscal year.
4. Bona fide attempts have been made to:
   a. cooperate with relevant State agencies. (For example, will State education and welfare agencies agree to work with other local agencies on matters over which they have jurisdiction, such as approval of Title I, ESEA, projects, or use of Title IV of the Social Security Act?)
   b. Cooperate with the City Demonstration Agency (Model Cities) or other public or voluntary agencies charged with broad social planning for the community, such as the UGF, Health and Welfare Councils, etc.
   c. Develop or cooperate with appropriate private organizations interested in mobilizing support for child care programs, such as volunteer agencies.

In order to be officially recognized, communities must give written evidence of coordination in at least two out of the three-areas– program coordination, staff development, or administrative coordination– described in the following (items 5, 6 and 7).

5. Agreements have been reached for cooperative efforts in *program coordination* through at least one of the following:
   a. Joint program services in such areas as medical, dental, psychological services or community outreach;.
   b. Joint action in cultural, recreational, parent education and/or other activities;
   c. Joint use of the supervisory or specialized staff (e.g., music art, or head teachers).
6. Agreements have been reached for cooperative efforts in *staff development* through one of these (or similar elements):
   a. Common training programs;
   b. Exchange of personnel for training purposes;
   c. Staff visitation programs.
7. Agreements have been reached for *administrative coordination* through one of these or similar elements:
   a. Joint purchasing arrangements;
   b. Common business services;
   c. Joint personnel recruiting systems and interagency transfers.

Similar elements of coordination as described in each of (5), (6) and (7) are equally acceptable.

When a community is recognized as having a 4-C Program, it continues the process of broadening the base of it's 4-C Program to include, as nearly as possible, all child care operations within its area, leading to the eventual coordination of essentially all the activities mentioned above. The completed process is a program that provides the proper kind of care for the community's children (especially children of low-income families) by a variety of organizations working together. Such a program can be regarded as a single unit for funding and administrative purposes under joint funding arrangements.

PROCEDURE FOR SUBMITTING APPLICATION FOR RECOGNITION OF A LOCAL 4-C PROGRAM

A representative of the Federal Regional Committee will have worked closely with appropriate State agencies and pilot communities in developing their applications. The application should be submitted in letter form and should cover the following points:

1. Name of the proposed program.
2. Name and address of the organization administering the 4-C Program.
3. Name, address and telephone number of:
   a. Chairman of Policy Committee.
   b. Chief Administering officials.
4. Description of Policy Committee membership and procedures for selecting and appointing.
5. Copies of agreements on matters covered by criteria, 1, 2, 4 and at least two of the areas covered by 5, 6, and 7.
6. Evidence that the participating agencies meet criteria 3.
7. Copies of letters containing the views of the State Departments of Health, Education, and Welfare, Employment and the State Office of Economic Opportunity, if no State 4-C Committee exists.
8. A letter indicating the views of any existing coordinative mechanisms that may not have joined the 4-C Program structure, (such as a CAMPS Committee, CDA, or CAA).

Ten copies of the application for recognition should be sent to the Chairman of the Federal Regional 4-C Committee (through the State 4-C Committee where one exists). After review and action by the FRC, the applicant will be advised in writing by the Chairman as to whether (a) recognition has been granted, or (b) additional information or changes are required.

JOINT FUNDING

Recognized 4-C Programs may gain further advantages of coordination through joint funding, a process in which funds received from several Federal agencies are treated as a single grant. The process is authorized by Section 612 of the Economic Opportunity Act and it is necessary that some portion of the funds come from programs authorized under that Act (e.g., Head Start or CEP Programs).

Under the joint funding concept authorized under Section 612 of the Economic Opportunity Act, any one Federal agency may be designated to act for all in administering the funds advanced for a single jointly funded project. When implementing regulations have been issued, this authority may make it possible for the local 4-C agency to develop a single project application, deal directly with a single Federal agency, and allow for simplified funding and administrative procedures at the local level.

The details of joint funding will be described in a separate document when the regulations are approved.

FEDERAL RELATIONS WITH THE LOCAL 4-C PROGRAM

The Federal Government 4-C Regional Committee is prepared to work jointly with the State 4-C Committees, appropriate State agencies on matters affecting local programs involving more than one community agency and, in the absence of a State Committee, is prepared to work directly with local 4-C Programs. This will include work on a continuing basis with the recognized 4-C organization to develop and facilitate the carrying out of coordination agreements.

In addition the Federal Government is prepared to offer *limited* amounts of special assistance to 4-C Programs. All requests for this assistance should be directed to the Federal 4-C Committee.

1. Technical assistance in developing coordination agreements is available through the Day Care and Child Development Council of America. This can, *in some cases,* include funds to assist local planning efforts.

2. The Children's Bureau has reserved a portion of its funds for short-term training institutes in 4-C communities. These funds can only be granted to institutions of higher education. Therefore, it will be necessary to work out arrangements with a local college or university.

3. The Office of Education will reserve a portion of the fiscal year 1970 funds available under the Education Professions and Development Act for 4-C Communities. The exact amount has not yet been determined. These funds may be used for training non-professional personnel. Grants can be made only to local education agencies and to institutions of higher education so arrangements will have to be worked out with local school systems or colleges and universities.

4. Funds are available under the Manpower Development and Training Act and other DOL administered manpower programs for training sub-professional day care workers. These resources are available through the regular Area and State CAMPS procedures.

PART II

ORGANIZING STATE CHILD CARE RESOURCES

This section describes the role to be played by States in coordinating their child care resources. It is designed to complement the methods described in Part I for the establishment of *local* Community Coordinated Child Care (4-C) Program.

State participation in many aspects of organization and funding of local 4-C programs is essential to the success of these programs. In order to facilitate coordination at the State level, States are encouraged to establish a State 4-C Committee. The specific methods of doing this are outlined in detail in the following pages.

STATE 4-C COMMITTEES

States are encouraged to establish a 4-C Committee for the purpose of accomplishing three primary objectives:

1. Assistance to local communities in the development of 4-C Programs.
2. Coordination of State programs and actions which affect child care and 4-C Programs.
3. The general improvement of child care programs throughout the State.

The initiative of suggesting the establishment of a State 4-C Committee may come from any State public or private agency concerned with child care programs. In this context the Governor's Office can be of particular importance by stressing the necessity of such a Committee to the 4-C Program, and involving all appropriate State agencies.

Composition of a State 4-C Committee

The State 4-C Committee is composed of three basic groups in the State:

1. Public organizations having a significant interest in day care, preschool, and related child and family programs.
2. Private, voluntary and professional organizations having an interest in child care programs.
3. Parents of children participating in child care programs.

Representation from public agencies and organizations will generally include:

a. Sections of the Governor's Office concerned with planning and/or budgeting.
b. Health Department
c. Department of Education
d. Welfare agency
e. State Office of Economic Opportunity
f. State agencies concerned with Model Cities, rural development, neighborhood and other community services.
g. State Employment Securities Agency.

h. Other appropriate staffs as determined by the State.

The State 4-C Committee should also incorporate representation from private, voluntary and professional organizations interested in child care programs such as:

a. Medical (specifically pediatric), dental, and mental health organizations.
b. Educational organizations–particularly those specializing in early childhood education.
c. Public welfare and social worker organizations.
d. Citizen groups supporting children's programs.
e. Educational institutions training personnel for child care.

The Third representative element of a State 4-C Committee, parents of participating children, should constitute at least one third of the State 4-C Committee. Among the most effective methods of obtaining valid parent representation is the selection of such representatives by the parent members of existing policy advisory committees established in Head Start and welfare financed by day care programs.

Most states have policy committees already in operation, which have been established in connection with other child and family care programs. It is not necessary to establish a distinct policy committee unique to the 4-C Program. It is, perhaps, even more expedient to explore the possibilities of building upon an existing committee by expanding it to include those elements already described.

Functions of a State 4-C Committee

Some activities which should be considered are:

- Reviewing and recommending for recognition local 4-C Program applications to the Federal Regional Committee.
- Providing technical assistance to local communities in the development of a 4-C Program.
- Developing coordinated estimates of need for day care, preschool and related programs.
- Formulating common program standards for use by the participating agencies.
- Developing joint training programs for non-professional and professional personnel.
- Developing joint arrangements for monitoring and approving those programs for which State agencies are responsible.
- Modification of State regulations and procedures so as to permit joint funding in 4-C Programs.

Administrative Arrangements

The Committee will need an administrative unit to carry out its tasks. The less complicated the unit, the greater its effectiveness. It is suggested the unit be kept as simple as possible. Some suggestions for the organization of this unit are:

1. Staff hired or loaned from the various participating agencies to carry out the work as directed by the main Committee.
2. Hiring a full or part-time staff to carry out the work tasks.
3. Asking one of the participating agencies to assume responsibility for the work.
4. Creating a new 4-C Committee to carry out the work.

Because the volume of work to be done will likely fluctuate considerably, it is suggested that the full time staff be kept small and that arrangements be made to supplement the staff with personnel from participating agencies during peak loads.

On the other hand, it is extremely important in the formation of this administrative unit that:

1. A specific individual be placed in charge of directing the administrative work.
2. Sufficient manpower (either from the participating organization or from the 4-C Committee) be available to see that "agreements" are actually carried out. The actual reaching of coordination agreement is only the first step in the process. The agreements must be constantly worked on if they are to be successful.

Establishment of a State 4-C Committee

Here are some suggested steps to be taken when establishing a State 4-C Committee:

1. The Governor's Office, or any one of the State's Public or private organizations interested in child care, convenes a meeting of all relevant agencies and individuals for the purpose of discussing the 4-C Program and establishing a State 4-C Committee. (Parent of children to be served should be part of this initial meeting.)
2. A work committee is selected, from among the participating agencies, to develop a plan of action for coordination to support at the state level day care, preschool and other related child care programs at the local level. This committee should be composed of representatives from the participating State agencies and other relevant organizations (including private, voluntary, and professional organizations and parent groups). The work committee should be kept small so that it can operate with maximum efficiency.
3. The work committee develops a plan outlining its specific program, and the administrative and fiscal areas of coordination in which it would like to work.
4. The plan is then submitted to the participating organizations for their consideration and recommendations. When the plan is agreed upon by the participating organizations, steps for carrying out the plan are agreed upon. If additional staff is needed to assist in the performance of these tasks, the State 4-C Committee may submit a request for assistance to the Federal Regional 4-C Committee.

5. Detailed studies are made and recommendations are submitted by the work committee to the organizations participating to cover:
   a. The specific form of organization which should be used to carry out the State 4-C activities (i.e., existing committee or new committee) and the formal composition of the committee itself.
   b. The specific areas of activity on which agreements can be reached for coordination immediately.
   c. Other specific program areas which should receive further study.
6. The participating organizations approve or modify the recommendations and submit a formal application to the Federal Regional 4-C Committee for recognition as a State 4-C Committee.
7. The Federal Regional 4-C Committee reviews the application against criteria for recognition of a state 4-C Committee and grants recognition if the application is satisfactory. The FRC will then (a) deal with the State 4-C Committee on on all matters of general concern, (b) work with the State 4-C Committee to develop joint funding arrangements, and (c) give priority to the State 4-C Committee for certain types of funding. After recognition has been received from a Federal Regional Committee, the State 4-C Committee formally replaces the planning committee.

Funding a State 4-C Committee

There are at least two sources of Federal funds for financing the activities of a State 4-C Committee. Among those which should be explored with the Federal Regional 4-C Committee are:

1. Funds for the development of community resources under Parts A and B of Title IV of the Social Security Act (Aid to Families with Dependent Children and Child Welfare Services).
2. Technical Assistance funds available to or through the State Office of Economic Opportunity.

In addition technical assistance may be available through the Regional 4-C Committee from the Day Care and Child Development Council of America, Inc.

FEDERAL RELATIONSHIPS WITH THE STATE 4-C COMMITTEE

The participating Federal Agencies will, through the Federal Regional 4-C Committees, consult with and cooperate with the State 4-C Committees where they exist. The latter's views will be given serious consideration in such matters as:

1. Recognition of 4-C applications and granting recognition of a State 4-C Committee.
2. Federal policies, regulations, standards and procedures.
3. Funding of programs within the State. This does not, however, imply that State agencies will have rights to approve or disapprove programs other than those which are presently under their jurisdiction.
4. Coordination of Federal and State approval and monitoring of child care programs.
5. Coordination of State staff development and training efforts.
6. Coordination of evaluation activities.

SPECIFIC CRITERIA FOR RECOGNITION

A State 4-C Committee may be recognized by the Federal Regional Committee when it has met the following criteria, and provides a written evidence that:

1. Agreement has been reached by the agencies and organizations and parent representation participating on the 4-C State Committee which:
   a. Establishes an organizational agreement (a State 4-C Committee) that includes representatives of public and private agencies and organizations interested in child care and parent representatives constituting at least one third of the committee.
   b. Establishes an administrative body for the State 4-C Committee which may:
      1) Consist of members of, or staff assigned to, the Committee.
      2) Consist of personnel hired specifically for the performance of this task.
   c. Provide a *plan* for financing activities for the organizational arrangement and administrative body of the 4-C Committee.
   d. Will permit additional agencies or organizations to become a part of the 4-C Committee at such time as they subscribe to the agreement.
2. A plan has been agreed to by the participating agencies and organizations on the 4-C State Committee defining:
   a. The types of children and families to be served by each agency's program.
   b. The geographic areas served by each agency's program.
   c. The kinds of services to be provided by the agency's program.
3. Agreement has been reached on methods of cooperating in *approving* and *monitoring* programs for which the states have a responsibility.
4. Agreement has been reached on a plan for providing joint technical assistance to local 4-C Programs.
5. Bona fide attempts have been made to reach agreement:
   a. For cooperative efforts at the State level in staff development through one or more of these or similar elements:
      1) common training programs;
      2) exchange of personnel for training purposes;
      3) staff field visits.
   b. For administrative coordination through one or more of these or similar elements:

1) joint personnel recruiting systems and inter-agency transfers;
2) joint public information programs;
3) joint evaluation of programs;
4) joint information and reporting system.

Once a State has a recognized 4-C Committee to carry out a program of coordination, it should consider other areas in which child care programs may be coordinated.

Submitting an Application for Recognition

The Federal Regional 4-C Committee will work closely with the State in developing its application. The application should be submitted in letter form and should include the following:

1. Name of State and address of 4-C Committee.
2. Name, address and telephone number of the Chairman of the 4-C Committee.
3. Description of 4-C Committee membership and method of selection and appointment.
4. Copies of agreements reached on matters covered by criteria 1-5. Ten copies of the application for recognition should be sent to the Chairman of the Federal Regional 4-C Committee. After review and action by the Committee, the Applicant will be advised in writing by the Chairman as to whether recognition has been granted or whether additional information and/or modifications are required.

Technical Assistance in the Development of a State 4-C Committee

Under a contract with the Federal Government, the Day Care and Child Development Council of America, Inc., is authorized to provide technical assistance to States and local communities in developing 4-C Committees at the State level or programs at the local level. The number of States and communities which can be assisted through the furnishing of personnel and the amount of help are limited by available funds. However, published materials and occasional advice are available to all States and as many communities as funds will allow. States may also use their own funds as well as those previously described to contract directly with the DCCDCA for additional technical help. Arrangements for technical assistance should be initiated through the Federal Regional 4-C Committee.

PART III

THE FEDERAL PANEL ON EARLY CHILDHOOD

In order to achieve coordination of child care programs throughout the Federal Government, the Secretary of HEW has established the Federal Panel on Early Childhood. This is an interagency group in which are represented all the Federal agencies having direct or indirect part in the planning, funding, operation or support of programs for children. The Panel includes membership from agencies having a primary concern of services to families and children. (List of Panel membership agencies attached.)

A primary function of the Panel is to develop plans for the most effective use of funds available to each of the Departments and agencies for the operation of child care programs and for related research, training and technical assistance.

As one of its first actions, the Federal Panel moved to sponsor and recommend to local communities and States a plan for coordination of child care. This plan is called the 4-C Program.

Member Agencies	Representatives and Addresses
Department of Agriculture	Mr. D. R. Matthews Acting Administrator, Rural Community Development Services Administration Building Room 202 E - East Wing 20250 Phone: 111-7235
Bureau of the Budget	Mr. Gregory Barlous, Budget Examiner Bureau of the Budget Room 486 Executive Office Building 17 & Pennsylvania, N.W. Washington, D. C. 20503 Phone: 103-4920 (STOP 20)
Department of Health, Education and Welfare (NICHD)	Mrs. M. Rosenberg, Program Analyst National Institute of Child Health and Human Development National Institutes of Health Bethesda, Maryland 20014 Phone: 14-65193
(CB)	Mr. Preston Bruce, Jr. Special Assistant to Associate Chief, Children's Bureau (CHAIRMAN) 330 Independence Ave., S.W. Room 2038 South Building Washington, D. C. 20410 Phone: 13-26021
(ASPE)	Mr. Richard Hayes, Program Analyst Room 5037 North Building 330 Independence Ave., S.W. Washington, D. C. 20410 Phone: 13-35973

Member Agencies	Representatives and Addresses
Department of Labor (MA)	Mr. George W. O'Donnell Interagency Relations Office 1726 M Street, N.W. Room 1062 Washington, D. C. Phone: 110-5013
Department of Labor (WB)	Mrs. Pearl Spindler, Chief Division of Legislation Women's Bureau Room 1328, Department of Labor Bldg. Washington, D. C. 20210 Phone: 110-2379
Office of Economic Opportunity (HS)	Betty Fogg, Special Assistant Project Head Start Room 300B - Logan Building 1111 18th Street, N.W. Washington, D. C. 20506 Phone: 128-4044
(OEO)	Mrs. Mary Robinson Research Sociologist Research, Planning, Program and Evaluation Room 324 Office of Economic Opportunity 1200 19th Street, N.W. Washington, D. C. 20506
Office of Education	Miss Patricia Stevenson Division of Compensatory Education Room 2089C 400 Maryland Avenue, S. W. Washington, D. C. 20202 Phone: 13-25007
Bureau of Indian Affairs	Mrs. Claire Jerdone Child Welfare Specialist Bureau of Indian Affairs Room 139 1951 Constitution Avenue, N.W. Washington, D. C. 20242 Phone: 183-5553
Department of Housing and Urban Development	Miss Melba Carlson Model Cities Room 8140 451 Seventh Street, S.W. Washington, D. C. 20410 Phone: 755-5564

This is a reprint of INTERIM POLICY GUIDE for the 4-C PROGRAM, a publication of the Federal Panel on Early Childhood, Office of Child Development, U. S. Department of Health, Education and Welfare (publication FPEC - 3-1969).

Number one in a series of technical papers prepared and distributed by the Day Care and Child Development Council of America, Inc., in partial fulfillment of a Technical Assistance contract with the Office of Economic Opportunity (contract number B89-4518). For additional information, write to: Suite 340, 1426 "H" St., N.W., Washington, D.C. 20005.

FACT SHEET ON THE 4-C PROGRAM

1. What is the 4-C Program?

A system of surveying local needs, planning to meet them and mobilizing resources under which local public and private agencies interested in day care and pre-school programs develop a method of cooperating with one another on programs, services, staff development, and administrative activities.

In the remainder of the 1970 fiscal year the program will be conducted as a pilot program in 18 communities located throughout the country.

2. What is the background of the 4-C Program?

The 4-C Program is being developed on the federal level by the Federal Panel on Early Childhood in response to a Congressional directive (Section 522-d of the Economic Opportunity Act of 1967) to the Secretary of HEW and the Director of OEO to develop mechanisms for coordination of day care programs at the federal, state and local levels.

3. What is the purpose of the 4-C Program?

To assist communities in organizing presently diverse and fragmental services into comprehensive programs of support for families and children.

4. What are the objectives of the 4-C Program?

a. To provide comprehensive and coordinated quality child care, child development, and supportive family services to the maximum number of families.

b. To develop the most efficient, effective, and economical methods for coordinating both existing and new child care programs.

c. To insure an effective voice in policy and program direction for parents of children enrolled.

d. To mobilize the resources of the community so as to assure maximum agency commitment to provide expanded quality child care and to insure efficient and effective use of such resources.

e. To simplify administrative relationships between local programs and state and federal governments.

5. What are some of the benefits of the programs to a local community?

a. Expansion and continuity of services. Often as the situation or needs of a family changes, child care arrangements must be terminated or disrupted. The 4-C Program can provide greater flexibility in placement, through interagency cooperation.

b. Better use of human resources, i.e., specialists. The 4-C Program aims for a wider use of specialists for all programs–big and small–to lead to uniform standards and availability for any given service (medical, dental, social services, etc.) from program to program.

c. Common purchasing unit. Food, medicine, toys, equipment etc., can be purchased at a greater reduction in cost when bought in bulk orders.

d. Improved transportation. Pooled resources will result in better transport of children and parents.

e. Joint program activities. Many activities, possible only where a large number of families are involved, can be established.

f. Staff development. Personnel referral systems to permit the transfer of staff from one program to another and training programs for all personnel can be established.

g. 4-C could reduce administrative overhead. By bringing all administrative functions under one unit, it is possible to reduce administrative costs.

6. Who participates in the planning and coordination process?

Federal Level: Federal Panel on Early Childhood (representatives of the Department of Health, Education and Welfare, the Department of Labor, the Office of Economic Opportunity, the Department of Housing and Urban Development, the Department of Commerce's Economic Development Administration, the Department of Agriculture and the Bureau of the Budget.

Regional: Federal Regional 4-C Committee (representatives of HEW, DOL, HUD, OEO, USDA).

State: State 4-C Committee (representatives of the State Departments of Health, Education and Welfare, Employ-

ment Security, Economic Opportunity Agency, and other interested public and private agencies and parents of children participating in child care programs).

Local: Local 4-C Committee (public and private agencies interested in day care and parents of children participating in child care programs).

7. Does 4-C have funds for service programs for children?

Not directly. It is possible that more direct service money may become available to a community that can establish an effective 4-C program through:

a. Cost savings that accrue from joint purchasing, joint business services, etc.

b. Use of private money newly-generated or already being spent in the community for these services, i.e., United Fund, etc., as "matching" to produce more Federal dollars through existing legislation, subject to legislative and regulating provisions of the agencies involved.

8. How can you finance 4-C operation?

Administration of the 4-C Program can be paid for by:

a. Private funds donated for this purpose.

b Head Start, or CAA "local initiative" money (approval of the Regional OCD or OEO office required).

c. Title IV-A Social Security Act funds (approval of State and local Department of Welfare and Regional SRS office required).

STATUS REPORT ON THE 4-C PROGRAM

INTRODUCTION

The Community Coordinated Child Care program (4-C) is sponsored by the Federal Panel on Early Childhood, with operational control at the national level vested in a Standing Committee of the Panel. The program, which grew out of a Congressional directive to develop mechanisms for better coordination of day care programs at all levels of government, is founded on the premise that parents and children most in need of quality child care should have it available in their local communities on a broad and flexible scale. 4-C activity focuses principally on the local level, with supporting activity at the State level. Federal interest and support occur through Federal Regional 4-C Committees (FRCs), which are interagency groups of regional Federal officials concerned with and responsible for Federal programs dealing with children. FRC membership is consistent with that of the Federal Panel on Early Childhood–basically HEW, DOL, HUD, OEO, and Agriculture.

DEVELOPMENT OF THE 4-C PROGRAM

Washington officials launched the 4-C program in June, 1968, with meetings in Atlanta, Los Angeles, Denver and New York City at which they explained the program to regional officials and others concerned. The original 4-C guidelines called for direct involvement of Washington based officials with states and local communities on matters related to the development and operation of 4-C. The guidelines were restructured in the latter half of 1968 in response to the belief of regional officials that 4-C would be more effective if Regional offices participated in the development of the program.

On December 24, 1968, the Government issued a revision of the guidelines and called for the establishment of Federal Regional Committees as the mechanism for regional involvement. These guidelines served until July, 1969 when they were replaced by an Interim Policy Guidance document reflecting the experience gained in the first half of 1969. The Interim document is now being printed and copies may be obtained from the Office of Child Development, HEW, or any of the other Federal agencies participating in the development of the 4-C program.

The development of 4-C has always included a pilot phase, and in June, 1968, the Day Care and Child Development Council of America, Inc., received a contract from the Government to provide technical assistance to all fifty states, Trust Territories, and to fifteen pre-selected target cities. It soon became apparent, however, that the resources made available to fulfill such a commitment were simply inadequate to the task. In December, 1968, therefore, a decision was made to limit the pilot phase to at least one state and one community within each of the nine HEW regions, a minimum of 18 pilots, to be selected by the respective FRCs.

For the most part, however, the FRCs were unable to select pilots immediately, since they had first to be organized, fully briefed on 4-C, and developed into a working group. Some of the FRCs came into being as recently as last April, and it was not until September, 1969, that the last of the pilots was selected.

Throughout the development of 4-C there has been some confusion over the term "pilot" and the term "recognition." Recognition is a term used to indicate the status bestowed by the appropriate FRC on a community which has successfully achieved the kinds of coordination relevant to 4-C. A community does not have to be a "pilot" to receive assistance from its FRC, and any community can be "recognized" when it has met the criteria set forth in the 4-C guidelines. There are a great many communities which are not pilots but are working independently toward the achievement of a successful 4-C program, with every expectation that they will be recognized by the Federal Government. The extent of 4-C activities is illustrated by the attached list of over 200 communities and states that have evidenced some degree of interest or involvement in the development of a 4-C program. This list represents 4-C organizations that had communicated with a Federal Regional Committee as of July 1, 1969. Many other communities have active groups developing 4-C programs.

Pilot status simply indicates that those communities and states selected will be eligible for intensive assistance from the Day Care and Child Development Council of America, Inc., and that their progress will be monitored with particular care to serve as guideposts for future development of 4-C. Non-pilot communities and states are also eligible for consultation services from the Day Care and Child Development Council of America, Inc., to the limit of the Council field officers' available time, and for published materials on the 4-C program, to the limit of the resources provided by the technical assistance contract.

One of the publications prepared for 4-C program development is a manual. In loose-leaf form, the manual will be supplemented with additions and revisions on a regular basis. The manual may be obtained from the Day Care and Child Development Council of America, Inc., Suite 340, 1426 "H" Street, N.W., Washington, D. C.

CURRENT STATUS OF THE 4-C PROGRAM

Federal commitment to 4-C has remained firm at the national level throughout all the uncertainties that normally accompany a new Administration. On September 17th, HEW Secretary Finch reaffirmed the importance of the 4-C program and announced that it would be placed in the new Office of Child Development.

The Federal Regional Committees are, in some cases, going through a change because of the establishment of the Office of Child Development and the transfer of the Head Start Program to that office, but principal support for and operation of 4-C at the regional level remains solid.

The pilots are in various states of development, reflecting a variety of approaches to developing 4-C programs that are relevant and responsive to local needs. Initial sponsorship and subsequent development of 4-C efforts have varied from community to community. Many of the initial sponsors have been Head Start programs or local Community Action Programs. In almost all local community efforts on 4-C the local CAAs and Head Start programs have been deeply involved.

Here is a brief summary of the developments in each of the HEW Regional areas:

REGION I: The community pilot is Holyoke, Massachusetts, and the state pilot is New Hampshire.

The Holyoke pilot is one of the few pilot areas selected that does not have a variety of on-going child care programs to coordinate. Their effort is focused on the establishment of day care and child development services within their geographic area through systematic planning and the coordination of all potential service resources.

The New Hampshire effort is sponsored by a citizens' group at the state level and has the cooperation and involvement of the relevant state agencies.

Other 4-C developments in Region I have resulted from Model Cities planning in several areas, and in Massachusetts from the efforts of the Office of Planning and Program Coordinator for the Commonwealth. Massachusetts has begun a program to train its own 4-C organizers and to monitor the development of 4-C in that state.

REGION II: The community pilot for this regional area is Westchester County, New York. The state pilot is Pennsylvania.

The Westchester County program resulted from the efforts of a private citizens' group and has resulted in an interaction, at the county level, of 77 agencies involved or interested in the delivery of services to children.

The state pilot effort is being sponsored by the State Department of Welfare, and is just getting under way.

REGION III: The community pilot for this regional area is Louisville-Jefferson County, Kentucky. The Louisville effort is coming along, with the first community-wide meeting set for October 28th. The Health & Welfare Council is serving as facilitator.

The state pilot is Maryland, and the Maryland Committee For The Day Care of Children, Inc., a private citizens group, is serving as the administrative arm for 4-C development. A state-wide 4-C meeting was scheduled for October 30, 1969, with some 750 people expected. This all day meeting, the first such state effort, focused on Early Childhood Education and 4-C; the convener was the 33-member ad hoc steering committee. National, regional, state and community based leaders addressed the conference.

The largest 4-C development in this region is presented by the District of Columbia 4-C effort. The District's 4-C program has resulted in participation of over 100 agencies and the establishment of operational guidelines and by-laws for the local 4-C program. This effort was helped by a private foundation grant of $24,000 for the first year's planning effort. The District's program represents one of the basic models that 4-C development has been taking nation-wide, essentially that of the "Federation of Agencies" approach.

REGION IV: The Region IV community pilot selected was the city of Atlanta with the Community Council of Atlanta designated as the planning agent for the 4-C program. The Atlanta group scheduled its first community-wide meeting during the month of October, 1969.

The Federal Regional Committee did not select a state pilot effort. Other activity in this area includes Miami, Florida, where a large scale 4-C effort is underway under the leadership of the local Community Action Agency.

REGION V: The community pilot selected for this region is Flint, Michigan. The state pilot has been tentatively set as Ohio.

The Flint group is sponsored by a citizens' Day Care Committee which is an arm of the local Health and Welfare Council. They have had several community-wide meetings

and are moving to establish by-laws for the operation of the 4-C effort.

Ohio has yet to formulate a steering committee.

REGION VI: The community pilot designate for this region is Wichita, Kansas. The state pilot is Nebraska.

The Wichita pilot was fostered by the local United Fund organization. Although in the first stages of development, full time staff has been donated to the 4-C effort and by-laws, agreements, and plans for a community-wide meeting are under way.

The State of Nebraska has a well-developed 4-C committee at the state level, has established by-laws and is moving to formulate agreements at the state level. Nebraska is the only state where, as part of the regular state plan Title IV-A Social Security Act funds are being used for day care and child development services. Private funds are donated to the state as the local matching twenty-five percent (25%) share. The Nebraska effort could be used as a model for expansion of Day Care services throughout the country.

REGION VII: The community pilot for this region is San Antonio, Texas, and the state pilot is Arkansas.

The San Antonio pilot has adopted by-laws and will elect its first permanent Executive Committee in October; this pilot has participated in the planning of a half-million dollar child care plan for the Model Neighborhood area.

The Arkansas State 4-C program is permanently organized, and has designated as its staff arm the Governor's Committee on Educational Resources Planning and Early Childhood.

This is one of the most active regional areas in the country with some forty communities in Texas alone having evidenced an interest in developing 4-C. Of these, eight have been accorded a "Steering Committee" acknowledgement by the Federal Regional Committee as an indication that they have completed the basic organizational steps necessary to further development.

REGION VIII: There are three community pilots for this area: Denver, Colorado, Missoula, Montana, and Helena, Montana. The state pilot is Colorado.

The Denver effort is the most advanced pilot at this time. It was sponsored by the Denver Metropolitan Child Care Association, a private non-profit corporation with open membership. This pilot now has obtained a staff and is working at the planning stage of the 4-C program.

REGION IX: The community pilots in this area are Seattle, Washington, Los Angeles, California, and Portland, Oregon. The state pilot is Oregon. Although 4-C developments have been extensive in many areas of this region the pilot selections have been made only recently.

STATUS OF 4-C COMMUNITIES AND STATES

REGION I

Interest Exhibited	Preliminary Planning	More Advanced Planning	Pilot (States, Communities)
Springfield, Mass.	Providence, R. I.	State of Mass.	State of New Hampshire
Franklin-Medway, Mass.	Boston, Mass.	Portland, Maine	Holyoke-Chicopee, Mass.
Somerville, Mass.		No. Bershire, Mass.	
Watertown, Mass.		New Bedford, Mass.	
Lynn, Mass.		Manchester, N. H.	
Newton, Mass.			
Brookline, Mass.			
Lawrence, Mass.			
Clouster, Mass.			
Brockton, Mass.			
Dukes County, Mass. (Cape Cod)			
State of Connecticut			
New Haven, Conn.			
State of Maine			
Cambridge, Mass.			
Worchester, Mass			

Interest Exhibited	Preliminary Planning	More Advanced Planning	Pilot (States, Communities)
REGION II			
New York City-HRS	Syracuse, N. Y.	White Plains, N. Y.	Westchester County, N.Y.
Elmira, N. Y.	Binghampton, N. J.	Georgetown, Del.	State of Pennsylvania
Plattsburg, N. Y.	Patterson, N. J.	York, Pa.	
Hudson Falls, N. Y.	Newark, N. J.		
Glen Falls, N. Y.			
Brockport, N. Y.			
Buffalo, N. Y.			
Ithaca, N. Y.			
Cedarhurst, N. Y.			
East Orange, N. J.			
Somerville, N. J.			
Trenton, N. J.			
Camden, N. J.			
Plainfield, N. J.			
Elizabeth, N. J.			
REGION III			
Richmond, Va.	Covington, Kentucky	State of Kentucky	State of Maryland
Norfolk, Va.	Lexington, Kentucky	S. Cumberland, Md.	Louisville-Jefferson
Orange Co., Va.			County, Kentucky
Va. State Dept. of Welfare & Institutions			
Baltimore, Md.			
St. Mary's County, Md.			
New Bern, N. C.			
Greensboro, N. C.			
Mecklenburg Co., N. C.			
N. C. State Dept. of Social Services			
Puerto Rico Dept. of Social Services			
Monongalia Co., W. Va.			
W. Va., State Dept. of Welfare			
REGION IV			
Athens, Ga.	Miami, Florida		Atlanta, Georgia
Columbus, Ga.			
Memphis, Tenn.			
Morristown, Tenn.			
Carroltown, Ga.			
Gainesville, Ga.			
Nashville, Tenn.			
Gadsen, Ala.			
REGION V			
Chicago, Ill.	Berrien Co., Mich.	South Bend, Ind.	Flint, Michigan
East St. Louis, Ill.			State of Ohio
Rockford, Ill.			

Interest Exhibited	Preliminary Planning	More Advanced* Planning	Pilot (States, Communities)
REGION X			
Gary, Ind.	Lansing, Mich.		
Dayton, Ohio	Kalamazoo, Mich.		
Crawford Co., Ohio	Grand Rapids, Mich.		
Marion Co., Ohio	Macomb Co., Mich.		
	Muskegon, Mich.		
	Pontiac, Mich.		
	Saginaw, Mich.		
	Detroit, Mich.		
	Cleveland, Ohio		
	Milwaukee, Wis.		
REGION VI			
State of Kansas	Kansas City, Missouri	Omaha, Neb.	Wichita, Kansas
Sioux City, Iowa	Kansas City, Kansas		State of Nebraska
Vermillion, So. Dakota	St. Louis, Missouri		
St. Joseph, Missouri			
REGION VII			
Abilene, Texas	State of New Mexico	Austin, Texas	State of Arkansas
Beaumont, Texas	Texarkana, Texas	Albuquerque, N. M.	San Antonio, Texas
Big Spring, Texas	State of Texas (ad hoc)	El Dorado, Ark.	
Commerce, Texas	Dallas, Texas	Nacogdoches, Texas	
Corpus Christi, Tex.	Conway, Arkansas	Houston, Texas	
Denton, Texas	Arkansas-River Valley	Texarkana, Arkansas	
Eagle Pass, Texas	Multi-County Area, Ark.	Crockett, Texas	
Edinburg, Texas	Shreveport, La.	State of Oklahoma	
Evangeline Parish, La.		State of Louisiana	
Fort Smith, Arkansas		McAlester, Okla.	
Fort Worth, Texas			
Galveston, Texas			
Georgetown, Texas			
Homer, La.			
Jennings, La.			
Lafayette, La.			
Lake Charles, La.			
State of Louisiana			
Metairie, La.			
Minden, La.			
New Elberra, La.			
New Orleans, La.			
Sherman-Denison, Texas			
St. Mortinville, La.			
Watongoa, Okla.			
Tulsa, Okla.			
Fort Stocton, Texas			
Falfurrias, Texas			
Lampassas, Texas			
New Braunfels, Texas			
Laredo, Texas			
Sulpher Springs (multi-County), Texas			
El Paso, Texas			

*In Region VII, indicates Steeing Committee Acknowledged by the FRC.

Interest Exhibited	Preliminary Planning	More Advanced Planning	Pilot (States, Communities)
REGION VIII			
Boulder, Colo.			State of Colorado
Grand Junction, Colo.			Denver, Colorado
Colorado Springs, Colo.			Helena, Montana
Pueblo, Colo.			Missoula, Montana
Greeley, Colo.			
Butte, Mont.			
Billings, Mont.			
Great Falls, Mont.			
Glasgow, Mont.			
Salt Lake City, Utah			
Ogden, Utah			
Cheyenne, Wyo.			
Casper, Wyo.			
REGION IX			
Berkeley, Calif.	Lane Co., Oregon	Anchorage, Alaska	State of Oregon
Santa Cruz, Calif.	Yakima, Washington		Los Angeles, California
San Jose, Calif.			Portland, Oregon
Stockton, Calif.			Seattle, Washington
Marion Co., Oregon			
Polk Co., Oregon			
Yamhill Co., Oregon			
Tacoma, Washington			

Number two in a series of technical papers prepared and distributed by the Day Care and Child Development Council of America, Inc., in partial fulfillment of a Technical Assistance contract with the Office of Economic Opportunity (contract number B89-4518). For additional information, write to: Suite 340, 1426 "H" St., N.W., Washington, D.C. 20005.

SELECTED REFERENCE SOURCES

The selections that follow are divided into topics that reflect the many aspects of a 4-C activity and areas of interest to those developing day care and child development programs. This listing is not intended to be a complete bibliography, but is recommended as a basic introduction to the development of programmatic and philosophical thinking in these areas. Readers may find one or more of their favorite titles or authors missing; no judgement as to the quality of authors or titles is intended by omission from this limited reference sources list. Nor does a document's inclusion in this listing carry the endorsement of the DCCDCA.

The field of child development and programs for children is expanding so rapidly and the publication of new information is so consistent that any bibliography is bound to be incomplete shortly after its appearance. Some sources of current detailed bibliographies are suggested, others will be developed periodically by the Day Care and Child Development Council of America, Inc.

Materials are organized under the following headings:

1. Community Organization
2. Program Planning
3. Program Guides and Standards
4. Federal Regulations and Funding Information
5. Program Administration and Management
6. Child Development and Early Childhood Education
7. Staff Training and Staff Development
8. Supportive Services and Parent Involvement
9. Research
10. Journals and Other Sources

Many of the materials included in this list are published by the Federal government and can be obtained from the U.S. Government Printing Office, North Capital and G Streets, N.W., Washington, D.C. 20402. Single copies are often available free of charge from the sponsoring agency. Other books and publications may be ordered from the publisher.

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Young Children. Issued 6 times a year by the National Association for the Education of Young Children. Members of NAEYC receive *Young Children* as part of their membership privileges, non-members may subscribe for $5.00 annually from 1629 21st Street, N.W., Washington, D.C. 20009.

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